



DEPARTMENT OF  
CULTURAL AFFAIRS  
AND SPECIAL EVENTS

STRATEGIC PLAN  
2013 - 2016



# TABLE OF CONTENTS

Glossary of Terms .....	4
Executive Summary .....	5
Values .....	8
Mission .....	9
Vision .....	10
Strategic Model .....	11
Strategic Objectives .....	12
• Strategic Objective #1: Robust, healthy arts community .....	13
• Strategic Objective #2: Global prominence .....	29
• Strategic Objective #3: Culture accessible to all residents .....	37
• Strategic Objective #4: Stronger Chicago economy .....	51
Additional Metrics .....	52
Departmental Supports .....	53
Acknowledgements .....	54

# GLOSSARY OF TERMS

In the context of this document, the following terms are used with specific definitions

**ACTIONS:** Specific initiatives to be executed to achieve each strategy

**ARTS AMBASSADORS:** Artists and organizations deputized to represent Chicago internationally

**CREATIVE INDUSTRIES:** For-profit arts businesses

**CULTURAL HUBS / CULTURAL DISTRICTS:** Designated sites or geographic areas branded as centers of cultural activity. Policies are instated to facilitate the activity of artists and cultural organizations within the designated space or geography

**IN-KIND GRANTS:** Contributions of goods or services, other than cash grants

**MISSION:** Short statement of purpose that guides all other goals and objectives

**PERCENT FOR ART:** A program to implement Chicago's legal requirement that 1.33% of the cost of major public construction projects be used for public art at that location

**PUBLIC ART:** Art displayed in public spaces, with the goal of being easily accessible to the public

**STRATEGIC OBJECTIVES:** Primary goals to be pursued in support of the mission. Each Strategic Objective includes focus areas (e.g., Planning Culturally), under which there are sets of Target Outcomes, Strategies, and Actions

**STRATEGIC PLAN:** Guiding document that lays out the organization's mission, strategic objectives, and actions over the next 3 – 5 years

**STRATEGIES:** Approaches that will be used to meet each Strategic Objective

**TARGET OUTCOME:** Clear, measurable goals used to track progress against each Strategic Objective

**VALUES:** Principles that guide planning, operations, and programs

**VISION:** Description of the ultimate result of the Strategic Plan in 10 – 15 years

# EXECUTIVE SUMMARY

This is a momentous time for arts and culture in Chicago. With the release of **Chicago's** first Cultural Plan in 26 years, there is now a framework in place for the City to strengthen its position as a global destination for creativity, innovation, and excellence in the arts. At the same time, the City released an ambitious tourism strategy, which includes culture as an important component.

To realize these grand plans and ambitions for **Chicago's** cultural life, Mayor Rahm Emanuel has directed the Department of Cultural Affairs and Special Events (DCASE) to play a key role in making Chicago a widely recognized global center for arts and culture.

The idea to develop a new strategic plan for DCASE arose from Mayor **Emanuel's** Transition Plan and the Chicago Cultural Plan. Both called for DCASE to create and implement a strategic plan to guide its work and to identify which aspects of the Cultural Plan DCASE would advance. While the Cultural Plan set out a broad vision for **Chicago's** cultural future, DCASE recognized that it needed a clearly articulated sense of its own mission and role. With major structural and leadership transitions, and the merger of the Bureau of Cultural Affairs with the **Mayor's** Office of Special Events in 2011 (now known as DCASE), the time was ripe to reevaluate who we are, what we do, and why. With the support of a pro-bono team from Civic Consulting Alliance, DCASE began the process of developing a new mission statement and strategy to define its purpose and goals.

The process began by talking with DCASE staff to understand what they felt was and was not working well within the department, as well as to hear their ideas for the **department's** future strategy, role, and programs. To better understand **DCASE's** possible roles, the Civic Consulting Alliance also researched 13 cities\* whose cultural affairs agencies take a variety of roles in the **cities'** cultural life, community, and economy.

In addition to researching these **cities'** roles broadly, Civic Consulting Alliance also took a closer look at approaches to creating and promoting public art, grantmaking, and supporting the creative industries. Finally, it conducted in-depth research on opportunities for DCASE to work more closely with other City departments to advance its mission as well as exploring how the arts can help other departments to fulfill their missions. Altogether, the Civic Consulting Alliance team interviewed 82 people from 42 organizations and departments to develop a comprehensive understanding of **DCASE's** opportunities.

Throughout this process, we asked ourselves, "**What** do we believe in? Why do we exist? How will Chicago be different as a result of our **work?**" The following strategy is our initial start at answering those questions.

\* Atlanta, Austin, Dallas, Houston, Jacksonville, London, Miami, Nashville, New York, Philadelphia, San Jose, Seattle, and Toronto

At the heart of DCASE is the core belief that culture and the arts are essential to the quality of life in Chicago. Based on this value, DCASE developed a new mission statement and objectives to guide its work:

***The mission of DCASE is to enrich Chicago's artistic vitality and cultural vibrancy.***

DCASE will best accomplish this mission by pursuing four primary strategic objectives:

1. Foster a robust, healthy arts community where artists, nonprofit arts and culture organizations, and creative industries thrive
2. Achieve global prominence for **Chicago's** arts and culture
3. Ensure that the arts and culture are accessible to all residents
4. Build **Chicago's** economy through the advancement of culture and the arts and their significant economic impact

DCASE will support these objectives by enhancing departmental supports in:

1. Finances
2. Integrated operations
3. Human capital
4. Information capital, communications

As a result of this work, Chicago will be a beacon and global leader for fostering creativity and innovation in the arts worldwide within 10 years.

To achieve each of its objectives, DCASE identified specific strategies and actions to carry out, as well as 3- to 5-year targeted outcomes it will use to measure success. DCASE is just beginning to implement the actions contained in this document, and looks forward to sharing progress.

With a clear mission statement and goals, DCASE is prepared to lead Chicago toward its vision of becoming a world-renowned, locally-thriving center for arts and culture.





## VALUES: “WHAT DO WE BELIEVE IN?”

Values are principles that guide planning, operations, and programs. Many of the following values are extensions of ideas from the Chicago Cultural Plan 2012.

<b>Core belief: Culture and the arts are essential to the quality of life in Chicago</b>	
<b>Access to arts and culture</b>	All Chicagoans should be able to access the city’s creativity
<b>Culture, broadly defined</b>	Chicago’s rich culture derives from traditional artistic and creative experiences, cultural celebrations, festivals, and gatherings that bring Chicagoans together
<b>Economic impact</b>	The arts and culture make significant contributions to Chicago’s economic vitality
<b>Focus on neighborhoods</b>	The diversity of Chicago’s neighborhoods contributes to the breadth of cultural expression and ideas in the city
<b>Capacity of the cultural sector</b>	The cultural sector can be further strengthened via external support and attention
<b>Global potential</b>	<p>The caliber of Chicago’s artists and its arts and culture merits global attention – from visitors, from the arts community, from the broader public</p> <p>Artists and cultural organizations can be cultural ambassadors</p>
<b>Cultural sustainability</b>	The arts and culture are – and should always be – part of Chicago’s identity

# MISSION: “WHY DO WE EXIST?”

**DCASE’s mission:** To enrich Chicago’s artistic vitality and cultural vibrancy

**RATIONALE:** A rich and active arts and culture scene leads to:

- A thriving creative sector, including artists, nonprofit arts organizations, and creative industries
- Accessibility of arts and culture to all residents
- Global reputation in the arts – for the city and its artists
- Economic vitality
- Increased tourism
- Innovation and creativity



# VISION: “HOW WILL CHICAGO BE DIFFERENT AS A RESULT OF OUR WORK?”

**Within 10 years, Chicago will be a beacon and global leader for fostering creativity and innovation in the arts worldwide**

Artists will come to Chicago, stay in Chicago, develop their craft in Chicago, and be recognized internationally for their work.

Nonprofit arts and culture organizations and for-profit creative industries will be models in their fields for creativity and innovation.

Tourists from around the world will visit Chicago to experience its cultural vibrancy.

Arts and cultural experiences and opportunities will become a way of life for all Chicagoans, in all parts of the city.

**Chicago’s arts and creative industries will continue to make significant contributions to the city’s overall economic growth.**



# STRATEGIC MODEL

Successful implementation of the strategy requires both:

- Clear strategic objectives
- Effective underlying departmental supports



# STRATEGIC OBJECTIVES: “WHAT IS DCASE TRYING TO BUILD AND IMPACT IN CHICAGO?”

## DCASE’s primary objectives are to:

**Robust,  
healthy arts  
community**

1. Foster a robust, healthy arts community where artists, nonprofit arts and culture organizations, and creative industries thrive

**Global  
prominence**

2. **Achieve global prominence for Chicago’s arts and culture**

**Culture  
accessible to  
all residents**

3. Ensure that the arts and culture are accessible to all residents

**Stronger  
Chicago  
economy**

4. **Strengthen Chicago’s economy through the advancement of culture and the arts and their significant economic impact**

## STRATEGIC OBJECTIVE #1:

### Foster a robust, healthy arts community where artists, nonprofit arts and culture organizations, and creative industries thrive

#### STRATEGIES:

- Provide targeted support where DCASE can be the most impactful to artists, nonprofit arts and culture organizations, and creative industries. Direct the full complement of DCASE resources – grants, expertise, facilities, promotion, convening/networks – as part of an integrated package of support.
  - **Nonprofit arts and culture organizations:** Differentiate levels and types of support according to needs based on organizations' size and maturity.
  - **Creative industries:** Focus on those industries that have greater economic impact and whose growth the City has the best potential to impact. Recommended focus (2013–2015): film, culinary, music, theater.
  - **Individual artists:** Increase the ability of local artists to access DCASE services and the public art program, and build the reputations of Chicago artists abroad.
- Plan a city-wide comprehensive approach to cultural assets and offerings by communicating goals and disseminating industry research to other City cultural and community-focused agencies and departments.
- Identify significant gaps in knowledge about industry trends and seek partnerships to research these gaps. Disseminate results within cultural community and more broadly to the public.
- Execute Cultural Plan initiatives that align with DCASE strategic objectives and mission.
- Proactively communicate department successes and programs to the community.

# NONPROFIT ARTS & CULTURE

**DEFINITION:** SUPPORTING THE SUCCESS OF 501(C)3 ORGANIZATIONS THAT CREATE OR PRODUCE ARTS AND CULTURE PROGRAMMING



**RATIONALE:**

Nonprofit arts and culture organizations experience different challenges and needs at different stages of budget size, age, and/or maturity.

Few high-quality, affordable spaces (performance, exhibition, office) exist for arts groups.

Small grants and showcases can make a meaningful difference to small and emerging organizations.

Mid-sized cultural organizations (\$1 – \$5 million budgets) have fewer alternative grants sources.

Large and mature cultural organizations can serve as cultural ambassadors to other countries and festivals.

## 3- TO 5-YEAR TARGETED OUTCOMES:

- Increase the current DCASE grants budget (includes in-kind and cash) by 150% to support **Chicago’s arts and culture community by 2016**
- Implement at least 75% of Cultural Plan initiatives related to DCASE grants to nonprofit arts organizations
- Double average grant size awarded to nonprofit arts organizations for general operating support
- Improve customer satisfaction with grants application and administration processes and maintain satisfaction rate of at least 80% annually
- Establish baseline data on neighborhoods served, people impacted, and disciplines supported by grants; set targets to maintain diverse grants portfolio

## Strategies

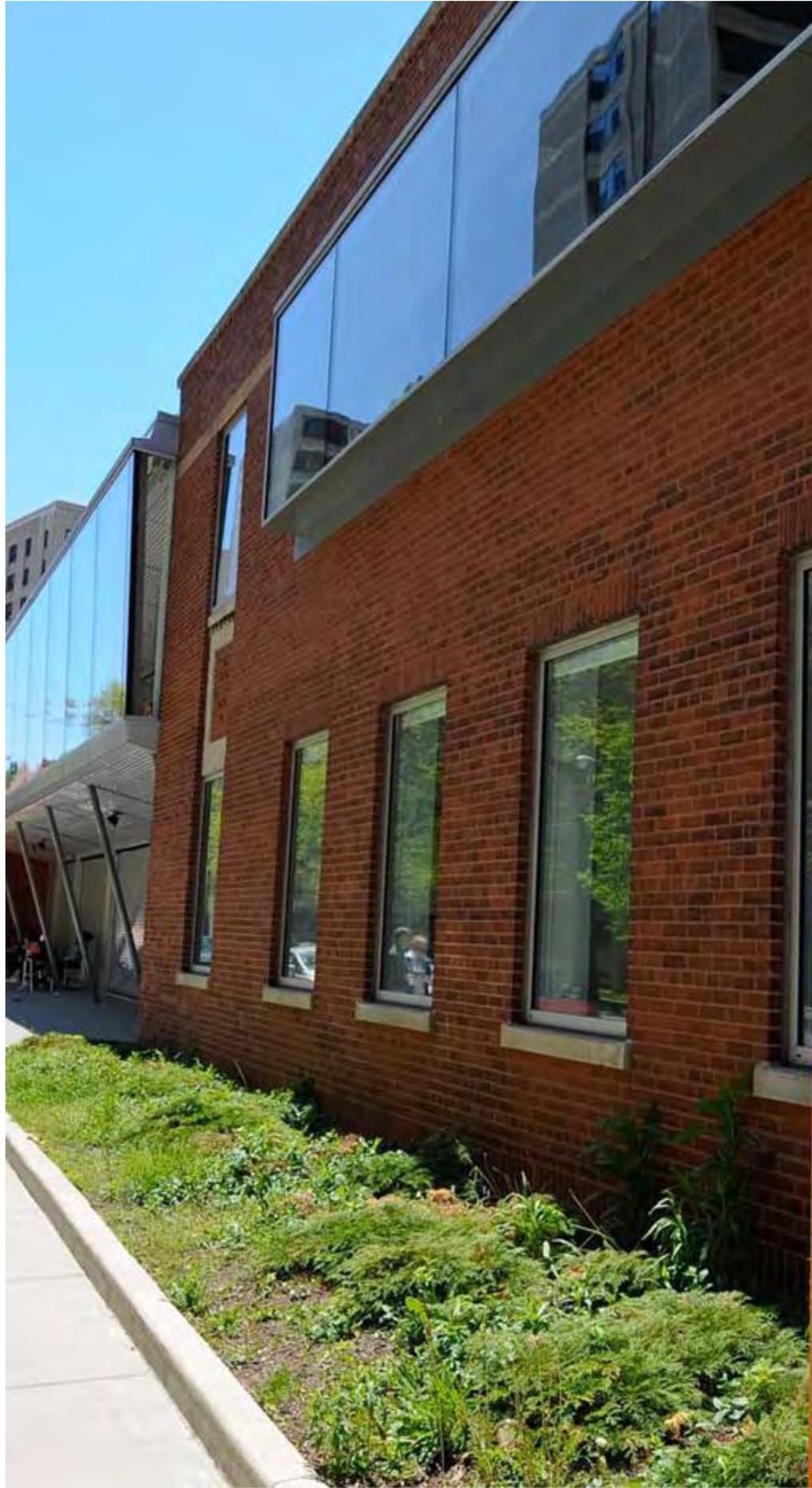
**Differentiate support for arts and culture organizations based on different stages of development and need.**

**Develop full array of DCASE support types (grants, expertise, facilities, promotion, convening/networks) into an integrated package to support nonprofits arts and culture organizations.**

**Make grants to advance the City’s arts- and culture-related plans.**

## Recommended Actions

- Direct cash and facilities grants to where they are most needed, especially small/emerging and mid-sized cultural organizations.
  - **Promote Chicago’s arts organizations and artists** via cultural networks in other cities.
  - Partner with larger and touring arts groups to design mutually beneficial arts ambassadors program.
  - Convene groups where networks can address needs.
- 
- Develop and publish criteria for all types of support (e.g., facilities, promotion, grants).
  - Design facilities program as an in-kind extension of grants program, especially for use of the Chicago Cultural Center.
- 
- Create grantmaking program to fund organizations helping to implement these plans.

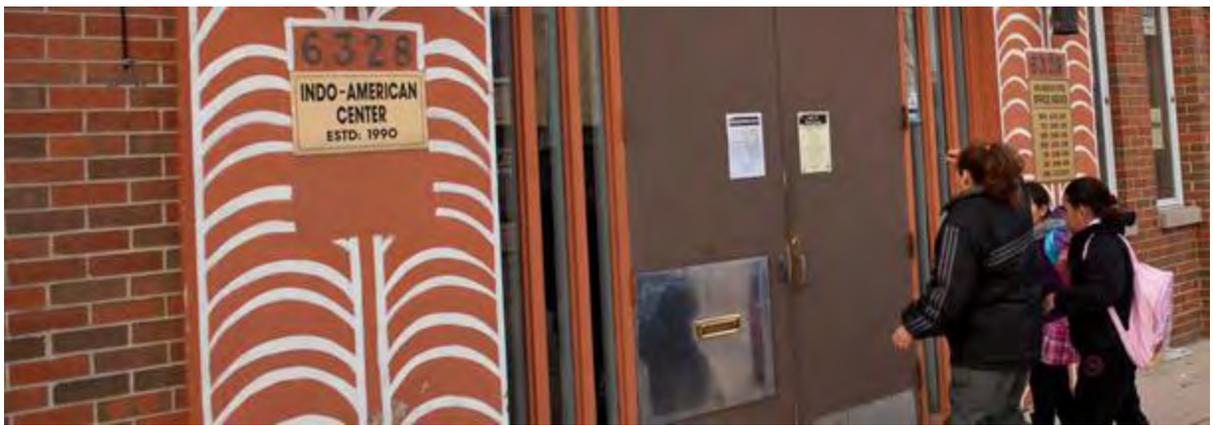


Hyde  
Park

# ARTCENTER

# NONPROFIT ARTS & CULTURE: SNAPSHOT OF PROPOSED SUPPORT BY ORGANIZATION TYPE

		Grants	Facilities	Expertise	Convening	Promotion
		<i>Cash grants to organizations</i>	<i>In-kind grants of space (office, performance, exhibition) at reasonable rates</i>	<i>Assistance with City processes; guidance w/ permitting, licensing, etc.</i>	<i>Sharing of DCASE network, data, other resources</i>	<i>Connections for local organizations to international opportunities and awareness</i>
<b>Organization Type</b>	<b>Large / Mature</b>	Project grants to implement DCASE-related plans		Limited assistance	Convening to discuss research and issues	Arts ambassadors; international fests
	<b>Mid-sized / Growing</b>	General operating emphasis	In-kind facilities grant	In-kind technical assistance for City processes	Convening to discuss research and issues, and to <b>expand orgs'</b> networks	Arts ambassadors (touring cos.); international fests
	<b>Small / Emerging</b>	General operating emphasis	In-kind facilities grant	In-kind technical assistance for City processes	Convening to discuss research and issues, and to <b>expand orgs'</b> networks	



# CREATIVE INDUSTRIES

## DEFINITION: SUPPORTING THE SUCCESS OF COMMERCIAL ARTS BUSINESSES



### RATIONALE:

Research indicates that architecture, advertising, and theater have the greatest economic potential and ability to grow in Chicago.

However, while these three industries benefit from existing structures and supports, several others (e.g., culinary, music) do not have as strong external supports.

Additionally, film, music, culinary, theater, and visual arts are disproportionately affected by challenging City processes.

## 3- TO 5-YEAR TARGETED OUTCOMES:

- Chicago hosts an additional 3 to 5 national/international creative industry events
- Processing time for securing film, music, culinary, and theater permits decreased by 15%
- Chicago recognized in national listings/rankings for its cultural hubs
- Up to 25% of DCASE’s individual artists’ grants are available to individuals in the creative industries

## Strategies

### Target key industries, based on:

- **Industry’s potential economic impact and job creation;**
- **DCASE’s ability to provide needed assistance; and**
- **Absence of similar help provided by others.**

**Direct full complement of DCASE’s resources – grants, expertise, facilities, promotion, convening/networks – as part of an integrated package of support.**

**Integrate focal creative industries into DCASE public programming.**

## Recommended Actions

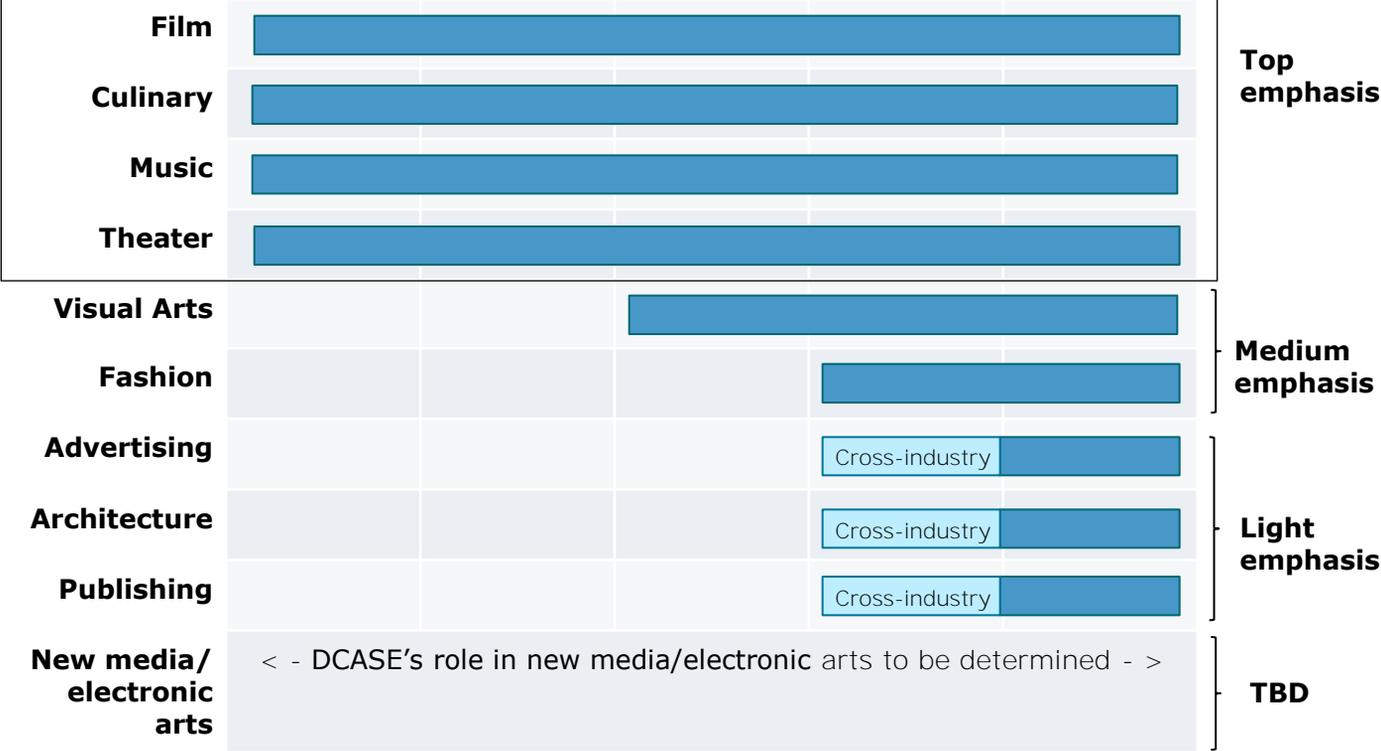
- Emphasize support for four high-emphasis creative industries: film, culinary, music and theater.
- Research new media and electronic arts industry to determine whether it should be included as a high-emphasis focus.
- In the four high-emphasis creative industries, DCASE should offer:
  - An industry point of contact within DCASE.
  - Assistance with City processes (e.g., permitting).
  - Industry promotion (e.g., by publicizing broadly or by featuring in cultural festivals).
  - A hub for and disseminator of industry-related research.
  - Cross-industry convening on topics of importance to the creative industries.
- Promote via public relations for events.
- Feature and promote focal creative industries in DCASE programming and festivals.
- **Work with the City’s tourism agency\*** to connect with visiting media.
- Support industry ambassadors; provide networks and connections.



# CREATIVE INDUSTRIES: SNAPSHOT OF SUPPORT TYPES

By targeting a smaller number of industries, DCASE can more effectively provide needed, higher intensity support. Lighter touch support can be provided to a broader group of creative industries.

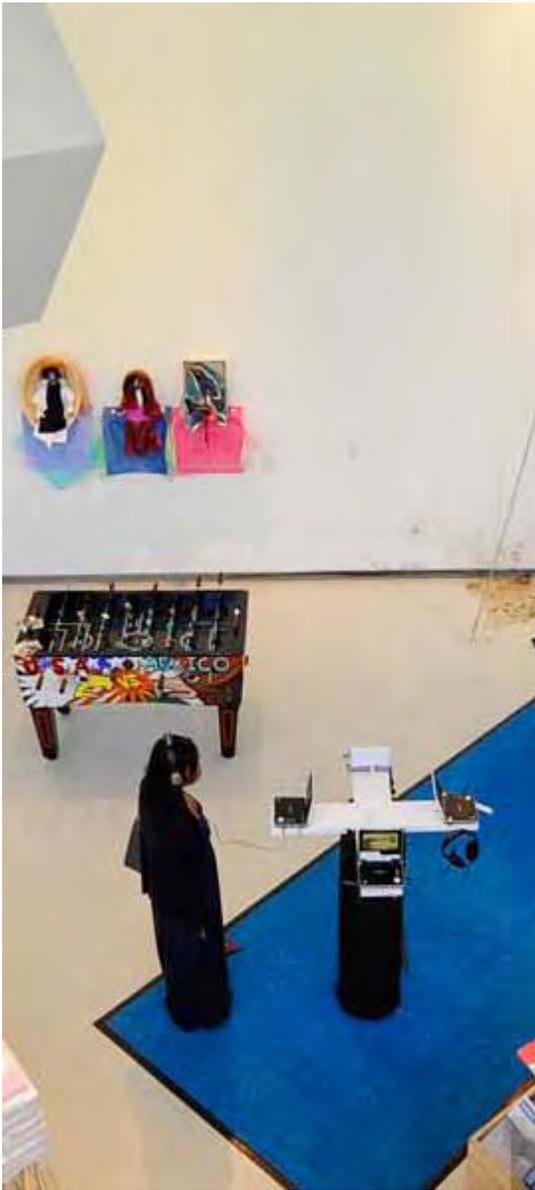
Industry Office of Point of Contact	Assistance with City Processes	Promotion	Research Hub	Cross-Industry Convening
<i>Serve as point of contact; convene industry and advocate for its needs</i>	<i>Assist creative businesses with legal processes; advocate to improve policies and regulations</i>	<i>Promote specific businesses and the industry as a whole; feature in DCASE events</i>	<i>Collect existing research; work with partners to create and share new research</i>	<i>Create forums for industry experts to interact and address shared goals</i>



Note: Research would be either industry-specific or cross-industry, as needed, except for light emphasis industries, which would be included in cross-industry research.

# INDIVIDUAL ARTISTS

**DEFINITION:** SUPPORTING THE SUCCESS OF INDIVIDUAL ARTISTS WORKING IN A WIDE RANGE OF CREATIVE FIELDS



## **RATIONALE:**

Without institutional infrastructure, individual artists can face significant hurdles.

Without greater artist involvement in Percent for Art decisions, the process will continue to appear closed.

The current artist registry is not digitized and is too large to be useful in the artist selection process.

Compared with other cities, Chicago has a relatively strong representation of local artists in Percent for Art, but the public is not aware.

### 3- TO 5-YEAR TARGETED OUTCOMES:

- Diversify DCASE’s offerings among creative fields when employing artists
- 100 artists in the publicly available artist registry
- 25% of DCASE public art projects engage artists outside the visual arts
- 50% of DCASE public art commissions and funding over 3-year cycles awarded to Chicago artists

### Strategies

**Use DCASE platform, networks, and full complement of DCASE’s resources (e.g. promotion, grantmaking) to promote Chicago artists.**

### Recommended Actions

- Focus DCASE grantmaking on individual artists.
- Promote artists and organizations locally, nationally, and internationally (e.g., by assisting with international submissions, connecting artists to visiting media, and creating a marketing “tool kit” for artists to promote awards, etc.).

**Broaden application of the Percent for Art public art program to include more art forms and approaches.**

- Define mission statement for Chicago’s public art program to clarify relative emphasis on local aesthetics/awareness, external reputation, and/or artist support.

**Increase the ability of local artists to access the public art program and communicate publicly.**

- Move inventory/database into a publicly accessible (online) format; identify local artists.
- Communicate the high level of engagement of local artists in the DCASE public art program.

# PLANNING CULTURALLY

**DEFINITION: ENABLING DCASE AND OTHER CITY DEPARTMENTS TO MORE EFFECTIVELY SUPPORT AND ADVANCE EACH OTHER’S MISSIONS THROUGH ARTS AND CULTURE**



## **RATIONALE:**

While DCASE already partners with select City departments and agencies, many City staff are not **aware of DCASE’s mission, priorities, and activities.**

Additionally, several departments expressed interest in understanding trends, impact and data about the arts and culture community in order to do their work better.

Multiple City agencies and departments manage, operate, and program cultural facilities, and a comprehensive approach to cultural facilities and programs might better serve residents.

### 3- TO 5-YEAR TARGETED OUTCOMES:

- 6-10 programmatic partnerships and initiatives executed between DCASE and Chicago Park Districts (CPD) and Chicago Public Libraries (CPL) annually (leveraging resources more efficiently across agencies)
- 3-5 new programmatic partnerships and initiatives between DCASE and other City departments or sister agencies executed annually in support of the Chicago Cultural Plan

### Strategies

**Increase awareness of DCASE’s mission among City departments and promote mutual understanding of ongoing priorities and activities.**

**Increase understanding by City departments and agencies about issues facing the arts community and findings of relevant research.**

**Create a city-wide approach to cultural assets and offerings by planning jointly with other City cultural and community-focused agencies and departments.**

**Enhance the role of arts and culture in furthering broader City goals.**

### Recommended Actions

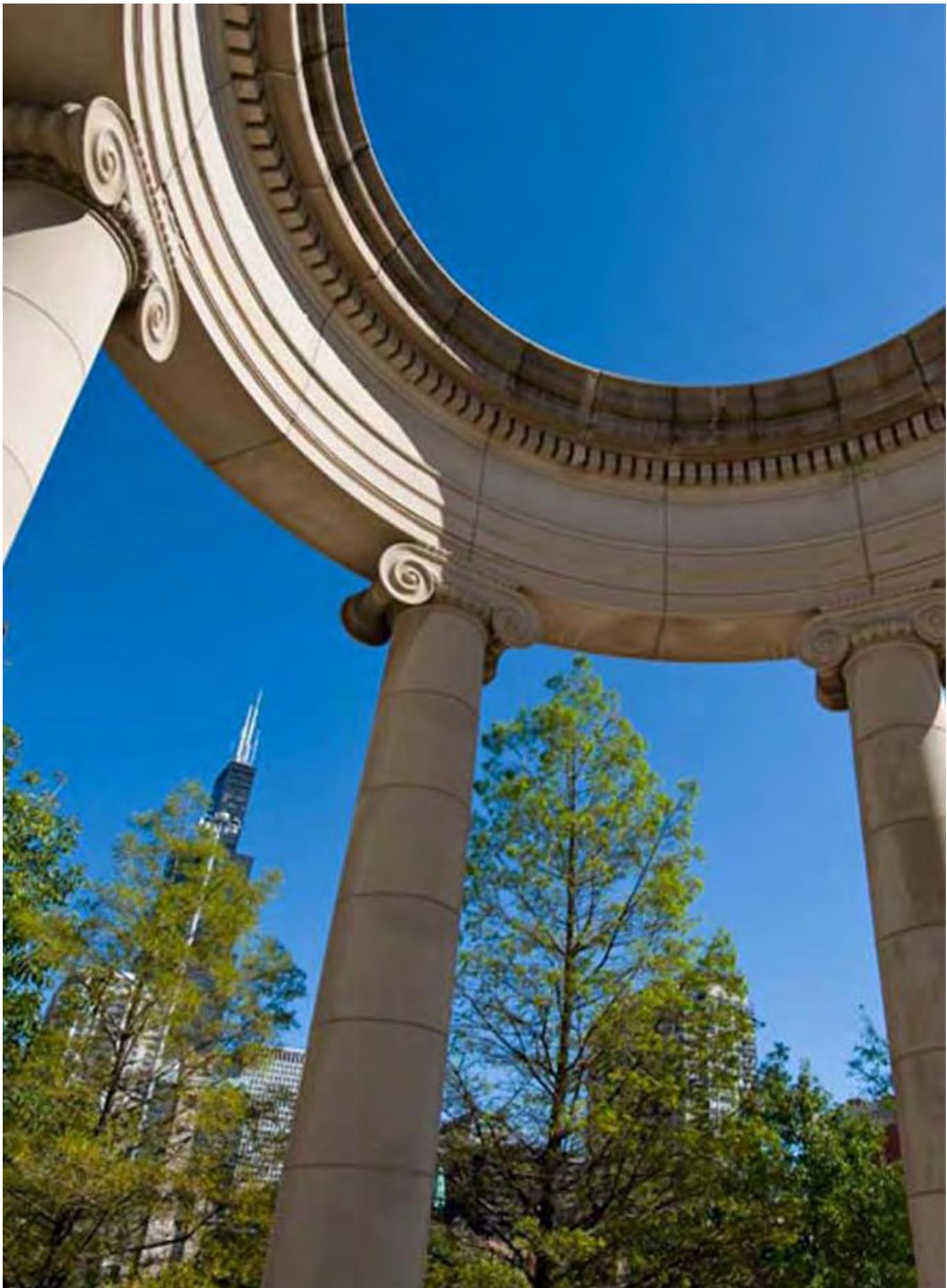
- Communicate DCASE strategy, mission, goals, and activities on a regular basis to other City commissioners. Will be completed by establishing annual or quarterly meetings with each City department and agency, and by identifying DCASE liaisons for each department.
- Connect City agencies to arts and culture organizations that can advance those departments’ goals and missions.
- Partner with the Mayor’s Office to commission research and disseminate results to City department leaders.
- Plan jointly with other City agencies with cultural programs and facilities (e.g., CPD, CPL, Chicago Public Schools, City Colleges, others) – to create a city-wide comprehensive approach for the delivery of cultural programs, facilities use, marketing, and funding.
- Facilitate the use of arts and culture by other City departments as an instrument for economic development and enricher of urban space (e.g., streetscaping, Dept. of Housing and Economic Development outreach, etc.).



# ADDITIONAL RECOMMENDATIONS

DCASE should further develop these strategies to refine outcomes, actions, and timeline

Strategies	Recommended Actions
<p><b>Address significant gaps in knowledge about industry trends and increase community and public knowledge about top issues and results.</b></p>	<ul style="list-style-type: none"> <li>• Work with arts and culture community, funders, and researchers to identify gaps in industry knowledge.</li> <li>• Identify partners (e.g., universities) that can conduct research.</li> <li>• Disseminate results to the creative community and to the general public.</li> </ul>
<p><b>Prioritize among Cultural Plan initiatives and put strongest effort behind those that link clearly to DCASE strategic objectives.</b></p>	<ul style="list-style-type: none"> <li>• Conduct a review of Cultural Plan initiatives to identify those which best fit with DCASE strategic objectives. Identify appropriate partners to take the lead on implementing remaining initiatives.</li> </ul>
<p><b>Proactively communicate departmental successes and programs.</b></p>	<ul style="list-style-type: none"> <li>• Develop a strategic communication plan to include:             <ul style="list-style-type: none"> <li>– Key strategic messages about DCASE; about the City’s goals and accomplishments; and about Chicago as a culture city, etc.</li> <li>– Regular internal communications to other departments/agencies.</li> <li>– PR for events and programs.</li> </ul> </li> <li>• Improve public and community understanding of DCASE’s successes (e.g., local artist representation in public art program).</li> <li>• Collaborate with other departments where relevant to advance culture.</li> </ul>



## STRATEGIC OBJECTIVE #2: Achieve global prominence for Chicago's arts and culture

### STRATEGIES:

- Promote artists and arts organizations internationally.
  - Extend the City's cultural reach internationally, to promote Chicago artists and arts and culture organizations.
  - Heighten international recognition for DCASE programs and for Chicago's artists and arts and culture organizations.
  - Assist artists to work/present in other countries.
- Broaden the international reach and appeal of Chicago's large public arts and culture events.
- Increase international tourism through arts and culture offerings. Ensure that Chicago reaches or surpasses Mayor Emanuel's goal of 50 million tourists by 2020.



# INTERNATIONAL PROMOTION OF ARTISTS AND ORGANIZATIONS

**DEFINITION: ENSURING GLOBAL AWARENESS OF CHICAGO’S ARTISTS AND CULTURE ORGANIZATIONS**



## **RATIONALE:**

International promotion of artists and culture organizations will **boost Chicago’s reputation as a world-class city** and bolster support for arts and culture in Chicago.

Many Chicago arts groups and artists already exhibit and tour internationally. As a result, there is an immediate opportunity to leverage their events and networks to familiarize people in **other countries with Chicago’s** broader arts and culture community.

# INTERNATIONAL PROMOTION OF ARTISTS AND ORGANIZATIONS

## 3- TO 5-YEAR TARGETED OUTCOMES:

- Increase international media coverage about Chicago arts and culture
- Increase international journalists visiting Chicago to cover arts and culture
- Secure 25 arts ambassadors among Chicago’s large and touring culture groups
- Secure 25 arts ambassadors among Chicago’s individual artists and creatives
- 10+ artists and 10+ organizations showcased annually in international venues, made possible in part by DCASE

## Strategies

### **Extend department’s cultural reach internationally.**

### **Secure international recognition for DCASE’s work and for Chicago’s artists and arts and culture organizations.**

### **Assist Chicago-based artists with work in other countries.**

## Recommended Actions

- Leverage international partnerships to extend departmental cultural reach (e.g., the **City’s tourism agency\***, Sister Cities, arts and cultural network) to promote Chicago artists and arts organizations.
- Work with Sister Cities, Choose Chicago, World Business Chicago and others to collaborate on common goals and programs.
- Promote artists and organizations locally, nationally, and internationally via cultural networks in other cities.
- Promote Chicago artists via a public awards ceremony or annual celebration and international marketing.
- Support international cultural exchanges (e.g., potentially through a cultural grants program).
- Assist touring arts groups to become arts ambassadors for the City.
- Support Chicago artists and culture groups to participate in international festivals, showcases, exhibitions, and events.

## LARGE PUBLIC ARTS & CULTURE EVENTS

**DEFINITION:** ENSURING LARGE, PUBLIC CULTURAL EVENTS HAVE BROAD, GLOBAL APPEAL



### **RATIONALE:**

In 2011, millions of people **attended DCASE's signature** major events (Taste of Chicago, Chicago Blues Festival, Chicago Jazz Festival, Air & Water Show, and Gospel Music Festival).

Because of their reach and broad appeal, these major events provide a significant platform through which to foster global interest.

# LARGE PUBLIC ARTS & CULTURE EVENTS

## 3- TO 5-YEAR TARGETED OUTCOMES:

- Increase number of international visitors attending cultural festivals
- Increase media hits about Chicago cultural festivals by international media

## Strategies

### **Broaden international reach and appeal of Chicago festivals.**

## Recommended Actions

- Conduct festival market research and economic impact study (2013–2014).
- **Create a “Great Festivals” framework to guide DCASE’s strategy and approach to festivals; tweak and/or re-build festivals per this framework.**
- Infuse festivals and cultural events with international artists.
- Curate festivals so that creative acts fit **with DCASE’s overall programming** portfolio and goals (e.g., evaluating fit with the overall season, beyond each individual event).
- **Charge the City’s tourism agency\* with accountability for increasing international visitors at major festivals.**
- Develop new festivals that represent **Chicago’s cultural brand well and can generate international prominence.**
- Feature the creative industries in festivals, where appropriate and relevant.

# INTERNATIONAL TOURISM

## DEFINITION: ATTRACTING INTERNATIONAL VISITORS TO CHICAGO'S ARTS AND CULTURE OFFERINGS



### RATIONALE:

In 2011, 43.6 million visitors came to Chicago, spending nearly \$12 billion. However, only a small fraction were international visitors.

Mayor Emanuel has set a goal of attracting 50 million visitors by 2020.

Cultural tourists, especially those from other countries, are a top opportunity for growth, as they spend more, stay longer, and travel farther from home.

**Chicago's cultural community** already holds a strong appeal for U.S. travelers: domestic leisure visitors participate more in cultural/heritage activities than those visiting other U.S. cities.

## 3- TO 5-YEAR TARGETED OUTCOMES:

- Annual visitors to Chicago, including international tourists, reaches 50 million by 2020
- Chicago’s overseas tourist market share ranking rises to #5 by 2020
- The percentage of visitors to Chicago who are cultural travelers increases
- Awareness of Chicago’s cultural assets among current and potential visitors increases

## Strategies

**Promote Chicago as a top cultural tourism destination.**

## Recommended Actions

- Ensure successful development and implementation by the City’s tourism agency\* of the Chicago cultural tourism plan.
- **Partner with the City’s tourism agency** to ensure that visiting media are exposed to **Chicago’s culture (mainstream institutions as well as community-based)**.
- Develop the role of **Chicago’s** large and touring cultural groups as arts ambassadors to other cities and countries.

**Ensure that Chicago reaches or surpasses Mayor Emanuel’s goal of 50 million tourists by 2020**

- Collaborate with the City’s tourism agency on branding and marketing.
- Ensure City’s tourism agency is accountable for results and reporting progress.
- Ensure that visitors, including those attending conventions and trade shows, **are easily connected to Chicago’s cultural offerings.**
- **Work with the City’s tourism agency** to develop strategies for attracting more visitors in the low season (winter), leveraging culture and the arts.



## STRATEGIC OBJECTIVE #3:

### Ensure that the arts and culture are accessible to all residents

#### STRATEGIES:

- Increase access to cultural activities throughout Chicago
  - Ensure DCASE’s programs and services are accessible throughout the city.
  - Optimize use of the Chicago Cultural Center and existing DCASE properties as a means to build arts and culture organizations’ capacity.
  - Build access as a goal of grantmaking and facilities usage.
- Expand public art placement options and access to local artists; communicate role and mission.
- Implement Cultural Plan recommendations that support the elevation and expansion of neighborhood cultural assets and facilitation of neighborhood cultural planning.
- Create and support cultural hubs throughout Chicago.
- Improve arts and culture permitting processes to reduce obstacles for cultural events, organizations, creative industries, and public art.
- Work with partners to implement the CPS Arts Education Plan.
- Collaborate across City departments to increase reach (detailed under Strategic Objective #1).

## ACCESS TO DCASE PROGRAMS AND SERVICES

**DEFINITION:** ENSURING THAT DCASE'S PUBLIC ART PROGRAM, EVENTS, FESTIVALS, AND GRANTS ARE AVAILABLE TO RESIDENTS THROUGHOUT THE CITY



### **RATIONALE:**

DCASE programs are currently offered city-wide, but geographic distribution of programs and audiences is not fully tracked.

Expanding Gospel Music Festival with a neighborhood component extended the reach of the event.

DCASE already manages more cultural facilities than many other cities. By reshaping its facilities program, it can enhance the role of these cultural centers in building arts and culture **organizations' capacity.**

Grantmaking and facilities are two means by which DCASE can build access to the arts and culture in Chicago.

# ACCESS TO DCASE PROGRAMS AND SERVICES

## 3- TO 5-YEAR TARGETED OUTCOMES:

- 20% of all DCASE programs, services and events are presented and distributed in regions across the city beyond downtown (north, west, south) by 2016

## Strategies

### **Increase geographic distribution of programs and festivals.**

## Recommended Actions

- Track performance metrics – overall attendance, geographic distribution of audience, and geographic distribution of events.
- Reshape targeted festivals via Gospel Music Festival neighborhood model.

### **Build access as a goal of grantmaking and facilities usage.**

- Increase grantmaking; require grants recipients to enhance accessibility in a meaningful way (e.g., through work in underserved neighborhoods, enhanced accessibility for the disabled, mass accessibility via technology platforms, etc.)
- Develop clear criteria for participation in grants, facilities and other programs.

### **Optimize use of the Chicago Cultural Center and existing downtown properties.**

- Focus on using existing properties, rather than acquiring properties.
- Develop curated facilities program based at the Chicago Cultural Center (e.g., offices, performance /exhibit space) and require groups to apply. Consider peer review of applications.

# PUBLIC ART

**DEFINITION:** EXPANDING OPPORTUNITIES FOR PUBLIC ART, UPDATING THE PUBLIC ART SELECTION PROCESS, AND DEFINING DCASE’S ROLE IN PUBLIC ART



**RATIONALE:**

The mission of the public art program is not clear.

**Chicago’s Percent for Art** ordinance is more literal and restrictive than those in many other cities.

**DCASE’s artist registry** has not been modernized and as a result is difficult to use in its current format.

Chicago does not formally involve art professionals in the Percent for Art selection process.

Other organizations creating public art do not feel recognized or supported.

**3- TO 5-YEAR TARGETED OUTCOMES:**

- New Public Art Advisory Committee established that includes a diverse range of artists and arts professionals
- Minimum of 50% of Percent for Art commissions and funding awarded to Chicago artists
- Participation in the community engagement process doubled
- Up to 25% of Percent for Art-funded projects are temporary and include disciplines other than visual art

**Strategies**

**Define and communicate DCASE's mission and role in public art.**

**Broaden opportunities to create public art.**

**Improve access to local artists.**

**Improve relationship with the public art community.**

**Recommended Actions**

- Define **mission statement** for Chicago's public art program to clarify priorities.
- Communicate to other departments (Chicago Park District, Chicago Public Library, Chicago Transit Authority, etc.) **DCASE's role as public art creator, promoter, and advisor.**
- Change ordinance to remove or reduce current Percent for Art restrictions.
- Expand the definition of public art to include more art forms and approaches, including unique local trends.
- Create digital platform for online artist registry; establish plan for RFQ and evaluation process overseen by Public Art Advisory Committee.
- Re-establish the Public Art Advisory Committee and redefine its mission.
- Acknowledge public art and monuments owned by other City departments and/or community-based organizations, without claiming long-term responsibility for pieces.

# CHICAGO'S NEIGHBORHOODS

## DEFINITION: WORKING WITH PARTNERS TO ENABLE NEIGHBORHOOD CULTURAL PLANNING AND ACCESS



### RATIONALE:

The 2012 Cultural Plan was developed with the input of more than 4,700 Chicagoans from 8 town hall meetings and 20 neighborhood conversations.

From these meetings and conversations, DCASE heard that access to arts and culture was a key priority for residents throughout the city.

This theme encompasses many different elements, including geographic distribution, neighborhood planning, and safe public spaces for art and culture.

The Cultural Plan makes 8 recommendations for expanding cultural spaces and opportunities in all Chicago neighborhoods.

## 3- TO 5-YEAR TARGETED OUTCOMES:

- 75% of 2012 Chicago Cultural Plan initiatives implemented by 2016

### Strategies

**Elevate and expand neighborhood cultural assets.**

**Facilitate neighborhood cultural planning.**

### Recommended Actions

- Use cultural programming to link neighborhoods to each other and to downtown.
  - **Maximize Chicagoans' opportunity to participate in arts and culture.**
  - Celebrate every neighborhood's cultural expression and heritage.
  - Expand art in public places across the city.
- 
- Support grassroots cultural planning in the neighborhoods.
  - Fund neighborhood cultural planning.
  - Increase cultural spaces in every neighborhood.
  - Recognize, support, and enhance vibrant cultural districts.

# CULTURAL HUBS

**DEFINITION: CREATE AND SUPPORT CULTURAL HUBS THROUGHOUT CHICAGO**



**RATIONALE:**

A hallmark of Chicago's arts community is that the bulk of cultural activity occurs in the city's neighborhoods, not just at iconic downtown locations.

Many communities already have cultural assets solidly in place. A strategic approach to developing these assets will enable them to evolve into branded cultural destinations—corridors that can serve as centers of leisure activity for both residents and tourists.

In his Transition Plan, Mayor Rahm Emanuel set forth cultural hubs as a key initiative for his administration.

## 3- TO 5-YEAR TARGETED OUTCOMES:

- By 2016, the City of Chicago will designate up to 5 cultural hubs

## Strategies

### **Create cultural hub pilots.**

## Recommended Actions

- DCASE, in partnership with relevant City agencies (DHED, Chicago Dept. of Transportation, Business Affairs and Consumer Protection, CTA, CPD, CPL), will develop site criteria and guidelines for City designation as a cultural hub.
- City Council approves recommended criteria and guidelines.
- Identify neighborhood pilots whose existing artistic assets can form the basis of cultural hubs.
- Work with local artistic and neighborhood partners and civic leaders to create a multi-year strategy to brand and cultivate cultural hubs.
- Evaluate cultural hub pilots as models for the development of additional sites as cultural hubs.

## ARTS AND CULTURE PERMITTING

**DEFINITION:** IMPROVING THE CITY'S PERMITTING PROCESSES FOR ARTS AND CULTURE TO REDUCE OBSTACLES



### **RATIONALE:**

Hundreds of events and festivals are produced every year by local communities and neighborhood groups, not DCASE directly. To ensure Chicago is enlivened by cultural activities, these events need to be sustained.

Permitting processes create challenging obstacles for cultural events, organizations, creative industries, and public art.

Specifically, creative businesses that do not fit into standard categorization are running into challenges with permitting.

Artists find the process for creating public art difficult to navigate.

## 3- TO 5-YEAR TARGETED OUTCOMES:

- Increase customer satisfaction with DCASE’s role in permit processing
- Simplify culture and arts permitting process (including festivals, athletic events, creative industries, and public art), such that process time is reduced

## Strategies

**Provide permitting assistance to neighborhood events, while continuously improving wait times and processes.**

**Improve permitting processes around the creative industries.**

**Improve permitting processes around public art.**

## Recommended Actions

- Move permitting applications online.
  - Record internal protocols to standardize approach.
  - Reassess which permits are required; bundle where possible (e.g., in conjunction with the City’s other work to streamline permits and licenses).
  - Review standards and enforcement actions.
  - Consider introducing an expediting fee to cover additional costs of short turnarounds and to provide incentives for on-time submissions.
- 
- Work with Business Affairs and Consumer Protection (BACP) to create permits for creative businesses that do not fit standard categorizations.
  - Reduce legal restrictions that do not make sense for small creative businesses (e.g., home galleries).
  - **Help create “food incubators” to allow food vendors to use shared kitchens.**
- 
- Work with Chicago Dept. of Transportation (CDOT), BACP, and the Innovation Delivery Team to develop permitting processes specific to public art.

# ARTS EDUCATION

## DEFINITION: WORKING WITH PARTNERS TO IMPLEMENT THE CPS ARTS EDUCATION PLAN



### RATIONALE:

Chicago recently adopted its first comprehensive arts education plan—a multi-year plan that will guide the expansion of arts education at all grade levels in Chicago Public Schools (CPS).

DCASE played an integral role in helping CPS develop the Arts Education Plan.

Continued collaboration between DCASE and CPS will enhance the outcomes of the Plan as it is implemented and its results are tracked.

### 3- TO 5-YEAR TARGETED OUTCOMES:

- 20% of the total CPS Arts Education Plan initiatives identified in the Chicago Cultural Plan completed, for which DCASE is a direct partner for implementation
- Up to 25% of DCASE programs will include some level of arts education
- Increase available public resources to support arts education programs and services related to the Cultural Plan and CPS Arts Education Plan

## Strategies

### **Support CPS in implementing the Arts Education Plan.**

## Recommended Actions

- Develop strategy for sustaining DCASE/CPS collaboration as it relates to arts education.
- Jointly track metrics pertaining to both the Arts Education Plan and the Cultural Plan.
- Foster increased collaboration between CPS, arts organizations, and City agencies.

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### **Support arts organizations in implementing the Arts Education Plan.**

- Expand grants available to organizations implementing arts education programs related to the Plan.
- Explore related grantmaking categories that would help arts organizations implement the Plan.



## STRATEGIC OBJECTIVE #4:

### Strengthen Chicago's economy through the advancement of culture and the arts and their significant economic impact

#### STRATEGIES:

Many of the preceding strategies and recommended actions outlined in this document will have significant impact on Chicago's economy, including but not limited to:

- Focus support of creative industries on those industries that have greater economic impact and whose growth the City has the best ability to support.
- Ensure that **Mayor Emanuel's goal** of 50 million visitors by 2020 is reached, in part through an increase in international visitors.
- Ensure that the **City's tourism agency\* develops** and implements an effective cultural tourism strategy.
- Promote large festivals to tourist and suburban markets (via **the City's** tourism agency and DCASE platforms).
- Strengthen the financial health of nonprofit arts organizations by building **DCASE's grants** program, including in-kind facilities grants.
- And many others outlined in the preceding pages.

**Targeted Outcomes:** To understand the overall impact of these strategies, DCASE will need to create and track a number of aggregate metrics, such as impact on gross regional product and job creation, to understand the health, growth, and impact of Chicago's arts and culture community.



# ADDITIONAL METRICS

In addition to tracking progress on its targeted outcomes, DCASE will also track the following metrics to understand the broader health of arts and culture in Chicago:

- Number of nonprofit arts jobs in Chicago
- Number of jobs in targeted creative industries
- Number and net growth of new creative ventures staffed by artists
- Average wage in Chicago for individual artists
- Percent of individual artists earning a livable wage from their artistic practice
- Number of supplemental employment opportunities available for artists (e.g., community art liaisons, teaching artists, etc.)
- Total grant dollars secured by Chicago artists
- Capacity of affordable and designated residencies/communities for artists
- Capacity of live/work space for artists
- Number of other organizations leading implementation of Cultural Plan recommendations
- Number of annual arts and culture permits for which DCASE provided assistance

# DEPARTMENTAL SUPPORTS

## Strong strategic implementation requires effective departmental underpinnings

### Departmental supports:

### Strategies (selected list):

#### Finances

- Direct grantmaking and other resources according to biggest strategic impact.
- Focus resource shifting and growth on strategic communications, grantmaking, and a new festival of international prominence.

#### Integrated Operations

- Co-locate former Cultural Affairs and Special Events staff as soon as feasible.
- Share goals throughout the department; develop implementation plan.
- Tie each new and continuing program to overall mission; specify how each program will achieve intended departmental objective(s); track and communicate progress.
- Streamline City processes, especially permitting and licensing; move online where possible.

#### Human Capital

- Invest in strategic communications staff to identify and build overall messages and communications strategy beyond ongoing marketing and public relations efforts.
- **Remove "Cultural Affairs" and "Special Events" designations.**
- Create project-based (or outcomes-based) teams (e.g., for curating festivals or infusing with creative industries).

#### Information Capital

- Use all-staff meetings for discussions on strategic topics (e.g., pose questions and discuss, not just presentations).
- Emphasize communication from top to bottom of department.
- Ask staff to develop and document department protocols. Ensure all staff are properly trained on processes.
- Develop online processes and systems for staff information sharing.

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CDOT = Chicago Department of Transportation  
CDPH = Chicago Department of Public Health  
CPL = Chicago Public Libraries  
CPS = Chicago Public Schools

CTA = Chicago Transit Authority  
DoIT = Department of Innovation and Technology  
DHED = Department of Housing and Economic Development  
**MOPD = Mayor's Office for People with Disabilities**

